Foreword

An important pillar in becoming the "First Great City of the 21st Century" is the commitment to implement a continuous, systematic process for evaluating the quality and cost of services and products delivered by the City and comparing them with private and public industry leaders. This process is known as benchmarking and includes identifying and incorporating changes within the organization which will place the City among the industry leaders.

Often there are misconceptions regarding the benchmarking process, originally developed by Xerox Corporation. This section provides an overview of the comprehensive corporate-style benchmarking methodology used by the City. Case studies are presented which describe how City staff have approached each of the nine steps in the benchmarking process and illustrate how the results have transformed some business units into industry benchmarks.

What is Benchmarking?

Benchmarking is a continuous, systematic process used to evaluate the quality and cost of services and products delivered by the City and compare them with private and public industry leaders. Benchmarking is a time-consuming, labor intensive process requiring discipline and commitment from the leadership of an organization in order to make the necessary changes to become an industry leader. By conducting benchmarking projects, the City strives to insure the highest quality services are provided to the taxpayers at optimum costs.

One of the common misconceptions of benchmarking is that the entire process involves a one-time comparison of a few performance measures which typically result in an organization unilaterally changing procedures to improve performance. In reality, collecting comparison data is only a small piece of the benchmarking process. Benchmarking cannot be, by definition or practice, a quick and easy one-time event that provides simple answers to the City's complex operations.

THE BENCHMARKING PROCESS
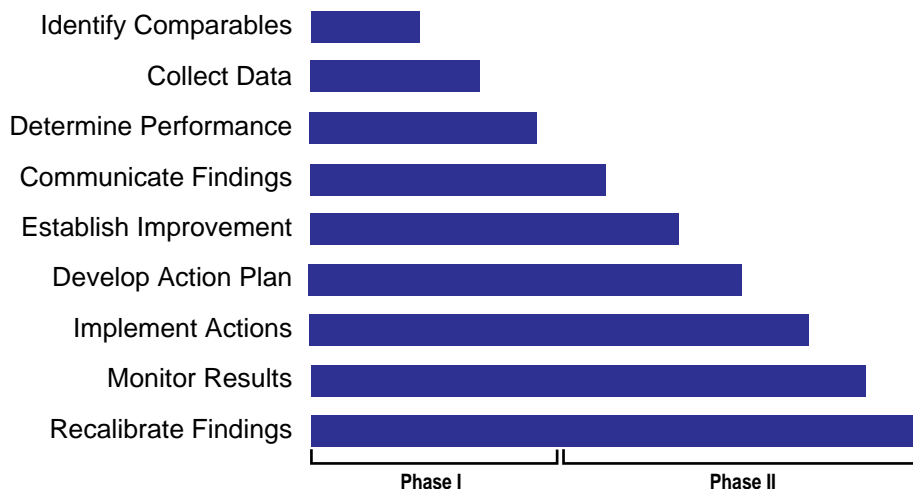
Adapted from *Comparative Law Enforcement Service Benchmarks*, Westerville, Ohio.

San Diego's approach to benchmarking is similar to the process developed by Xerox and utilized by corporations across the country. The process involves making comparisons between the industry leaders, conducting a full analysis of the performance gap between the City and the best-in-class performers, identifying process differences, and adopting changes in procedures required to close the gap and make the City competitive. This process was not developed to occur on a one-time basis, but should be conducted continually in order to keep pace with changing industries and business practices. The following table and text outline the nine steps that comprise the continuous improvement effort of the benchmarking process.

Step 1 - Identify Comparables:
The first step in the benchmarking process is to identify what will be compared and to insure that the organization is committed to providing adequate resources to conduct the benchmarking process. Some business units in the City begin the process by identifying simple comparisons between their operation and other select government agencies and privately operated organizations in a limited assessment of a broad range of functions. This is a less expensive means to identify gaps in performance and perhaps determine the focus of a more defined benchmarking project.

Step 2 - Collect Data:
The second step in the benchmarking process involves collecting data from other organizations which can be compared against the City of San Diego. In order to be successful at this step, all business units in the City must establish performance measures that allow for comparison with other organizations. The development of a Performance Based Budget provides the foundation required to accomplish this step. The City contacts other municipalities and private industry leaders in order to make comparisons and identify industry benchmarks. This effort includes the collection of both quantitative and process data.

Step 3 - Determine Performance:
Once data has been collected from private and municipal organizations, it is compared against the City's operations. These analyses allow the City to determine if there is a gap between the performance levels of the City and the best industry performers. In cases where the City is believed to be the industry benchmark, this process confirms perceptions through the use of quantitative data.

Step 4 - Communicate Findings:
Communication is the key to process improvement. Although this is identified as a separate step, communication with employees is essential from inception of a benchmarking project. It is from this point forward that communication is critical to the success of the project. It is also helpful to inform employees of the steps involved in this process, and critical to convey the changes which are occurring in the organization and impacting their work. Employees often have information necessary to successfully change baseline operations.

Step 5 - Establish Improvement:
Once findings have been communicated to the employees, the organization begins to discuss and explore specific areas of improvement. The procedures and products of the industry benchmarks are analyzed for applicability to the organization. Cost benefit analyses are conducted to determine the most efficient and effective operations. Ideas are discussed with employees who are impacted in order to insure the feasibility of any changes and to generate additional ideas for improvement. This two-way communication typically allows employees to develop concepts into workable solutions and action plans.

Step 6 - Develop Action Plan:
An action plan assists departments in developing an organized approach to implement change within their operation. An action plan usually describes what is going to be accomplished, how it will be accomplished and who is responsible for implementation.

Step 7 - Implementation Schedule:
As with the action plan, an implementation schedule allows the organization to establish specific time lines and goals related to the action items. In addition, the relationships between action items are identified. The

schedule should indicate if action items are implemented sequentially or simultaneously, thus providing early identification of coordination required among those involved in the effort.

Step 8 - Monitor Results:
Determining the success of the benchmarking process is contingent on how well the organization monitors the results of the change efforts. Performance measures must be established and tracked from the inception of the project. The City has established several committees and procedures to assist in monitoring the benchmarking efforts. These committees consist of community members, business leaders and City staff from several departments, who review and advise departments throughout competitive benchmarking projects.

Step 9 - Recalibrate Findings:
Benchmarking is a continuous optimization effort. Driven by technology, changing business practices and customer needs, the benchmarking process allows the organization to remain current with on-going changes in the industry, manage streams of information, tailor production, and evolve as industry leaders.

The case studies included on the following pages are based on the competitive benchmarking process pursued by the City's Street Sweeping Program and the Equipment Division (fleet maintenance operations). These studies provide highlights of the nine step process which resulted in significant improvements to both operations.

SAN DIEGO CASE STUDY #1
Street Sweeping Program Street Division, Transportation Department

The purpose of street sweeping is to reduce stormwater pollution by removing silt, trash, and chemicals from the roadside gutter before it enters the storm drain system. It also serves to clean and maintain the attractiveness of communities, and thus serves to enhance business viability and residential values. In July of 1994 the Street Division began a review of street sweeping operations. The process included benchmarking itself against other jurisdictions providing street sweeping services and identifying needed improvements based on changes in operations, staffing, and equipment. Most improvements have been implemented. The number of miles swept has increased dramatically and continues to improve. The benchmarking process pursued by the division is described below.

Step 1 - Identify Comparables:
After preliminary review of its operations and service levels, Street Sweeping Program staff identified four major tasks: Residential Sweeping, Commercial Sweeping, Clearing Parked Cars for Sweeping, and Removing Debris to the Landfill. The following performance measures were developed to reflect the four major functions of the program.

- Commercial Sweeping
  Cost per broom mile of commercial fronting curbline swept.

- Residential Sweeping
  Cost per broom mile of residential fronting curbline swept.

- Clearing Parked Cars for Sweeping
  Cost per mile of curbline cleared for sweeping with permanent or temporary parking restrictions

- Removal of Debris to Landfill
  Cost per ton of debris removed to the landfill from dump sites.

Note: 'Broom Miles' represent the actual distance swept, as measured by the number of miles the sweeper moves with the broom in the down and operating position.

Step 2 - Collect Data:
In an effort to compare costs and operations, seven cities were surveyed by the Street Sweeping Program via telephone. In addition, a similar study already

prepared by the City of Fullerton was utilized to review the performance of 48 cities in the Los Angeles area. The objective of the City's survey was to include municipalities which represent a reliable

comparison for evaluating San Diego's operation and costs, and also determine and evaluate costs for private contracting. The results of the data collection are summarized in the following table:

	Average Direct Cost per per Broom Mile Swept*	Average Size of City (square miles)
Small Cities - Population of 250,000 and below	$15.44	12
Large Cities - Population over 250,000	$33.35	157
All Cities	$27.16	41
City of San Diego	$28.90	331

* Overhead data not included in request for information or data used for comparisons. Costs represent average combined total for residential and commercial sweeping, including debris removal costs.

The City of San Diego's average sweeping cost before undertaking the competitive assessment process was $28.90 per mile swept. While costs were lower than the average of the other large cities benchmarked ($33.35 on the average), San Diego did focus more on commercial sweeping, which is typically less costly than residential sweeping.

Step 3 - Determine Performance:
Based on external comparisons and internal evaluations of its operations, staff determined that enhancements in service and efficiency could be made. For example, prior to the program's self assessment, residential streets were swept every 10 months and commercial areas were swept between one time per month and five times per week, depending on the location. Based on comparisons, an operating plan was proposed in late 1995 to regulate and increase residential street sweeping frequency. The following fiscal and operational goals were established by the program staff.

PROPOSED PERFORMANCE GOALS

Task	Work Units	Cost Per Work Unit
Commercial Sweeping	85,488 miles	$11.14/mile
Residential Sweeping	45,972 miles	$18.99/mile
Clearing Streets for Sweeping	24,000 miles	$13.66/mile
Removal of Debris	9,360 tons	$46.53/ton

SWEEPING SERVICE LEVEL GOALS

• Residential sweeping schedule: Once per month / Twice per month in areas with heaviest debris loads.
• Commercial sweeping schedule: A minimum of once per week.

Step 4 - Communicate Findings:
In July of 1994, an employee task force was developed to conduct a competitive assessment of the Street Sweeping Program. The task force was comprised of program staff (line supervisors and management), union representatives from AFSME Local 127 and the Municipal Employees Association (MEA), Competition Program staff, and mechanics and management staff from the City's Equipment Division (due to the high level of maintenance required by street sweepers).

Step 5 - Establish Improvements:
During the evaluation phase of the assessment the Employee Task Force identified a number of productivity issues relating to the Street Sweeping Program, including: the need for new and more reliable equipment, staffing modifications, and operational changes. Learning from its benchmarking partners, the Street Sweeping Program staff made several operational changes, including double-shifting street sweepers and using different parking management strategies to ensure a more effective clearance of cars along sweeping routes.

Steps 6 & 7 - Develop Action Plan and Implementation Schedule:
The following table links the major functions (and their associated performance measures) with the action plan and implementation schedule.

Functions impacted (Performance Measures Noted in Step 3	Action Plan	Implementation Schedule
• Commercial Sweeping • Residential Sweeping • Clearing Streets • Debris Removal	**I. Changes in Sweeping Frequency.** Responding to Council and citizen feedback and the need to meet Clean Water Act requirements, new service levels were established. Residential areas are swept once per month, and commercial areas are swept once per week.	Implementation Completed (As of 5/1/97).
• Commercial Sweeping • Residential Sweeping • Clearing Streets • Debris Removal	**II. Personnel Changes.** Eliminate all Utility Supervisor and Principal Utility Supervisor positions in the Street Sweeping Program and reclassify to Street Sweeper Operators (allows for an increased frequency of sweeping). Reclassify 'No Parking' posting positions to Street Sweeper Operators. Increase Sweeper Operator staff from 13 to 19 to meet increased sweeping level goals.	Implementation Completed (As of 5/1/97).
• Commercial Sweeping • Residential Sweeping • Clearing Streets • Debris Removal	**II. Changes in Process Used to Clear Parked Cars.** New process will entail change in notification process to citizens. Residents are notified via door flyers of the sweeping schedule for their street. Temporary posting is no longer required because residents know the specific day of each month that their street will be swept, and move their vehicles accordingly.	Implementation Completed (As of 5/1/97).
• Commercial Sweeping • Residential Sweeping • Clearing Streets • Debris Removal	**III. Assign Permanent Routes to Street Sweeping Operators.**	Implementation Completed (As of 5/1/97).
• Commercial Sweeping • Residential Sweeping • Clearing Streets • Debris Removal	**IV. Replace Old Street Sweepers with Top Gun Sweepers.**	Implementation Completed (As of 5/1/97).

Step 8 - Monitor Results
In order to allow valid year to year comparisons, all financial data is expressed in 1998 dollars.

PERFORMANCE REPORTING TABLE
AUGUST, 1999

Function	Dollars Expended				Work Units				Cost Per Work Unit				Service Level Status - 98
	Target $	FY 96 $	FY 97 $	FY 98 $	Target	FY 96	FY 97	FY 98	Target $	FY 96 $	FY 97 $	FY 98 $	(See Step 9 for improvement that will result in attainment of all goals)
Commercial Sweeping -miles	939,686	1,139,254	1,085,645	892,136	85,488	60,052	57,265	61,584	11.14	18.97	18.96	14.49	Goal of sweeping more than once per week was not con-sistently achieved.
Residential Sweeping -miles	860,984	925,223	1,120,894	796,040	45,972	13,153	38,658	43,193	18.99	70.34	29.00	18.43	Goal of sweeping once per month was achieved.
Clearing Streets -cars	323,273	517,801	347,514	199,081	24,000	19,009	18,681	19,857	13.66	27.24	18.60	10.03	Goal of clearing parked cars was not achieved.
Debris Removal -tons	429,553	505,632	413,086	479,599	9,360	8,429	6,692	9,417	46.53	59.99	61.73	50.93	Goal for tons of debris removed was achieved.
TOTAL:	2,553,496	3,087,910	2,967,139	2,366,856									

Step 9 - Recalibrate Findings:
A review of costs (see Step 8) shows that the residential sweeping unit cost goal was achieved and exceeded in both FY 1997 and FY 1998, demonstrating significant reductions from FY 1996 levels.

The commercial sweeping goals were not achieved. The division developed a solution to the identified problem of ongoing staffing and repair issues in the commercial section. A "pool" of trained employees was created to fill vacancies as they occur. The division is also working on making mechanics available whenever sweepers are in operation. In spite of these changes, it was determined that the target level of commercial sweeping output (85,488 miles per year) and the unit cost ($11.14/mile) were not feasible. Therefore, the commercial sweeping targets have been adjusted to 65,000 miles per year and $14.74 per mile, respectively.

In 1997, the division noted an 'under performance' in clearing parked cars in preparation for sweeping, which is attributed to the fact that the 'No Parking' signage was not fully installed and enforced during the rating period. The unit cost goal was met in 1998 after full installation of the signs. The new policy enforces all signs that have been installed at least 48 hours prior to sweeping.

The unit cost performance goal measuring debris removal was also not achieved, however this was primarily due to an uncontrollable increase in landfill fees. It should be noted that a competitor would be similarly impacted by this variable. As a result the target cost for debris removal is being increased to $49.56 to incorporate the increased landfill fee. Most recently, the division has developed and implemented a more environmentally palatable method of debris removal, which has been well received by the community at large.

SAN DIEGO CASE STUDY #2
Equipment Division, Transportation Department

Step 1 - Identify Comparables:
After committing staff resources to conduct a benchmarking process, the Equipment Division identified the following performance measures as critical to their operation:

• Usage Rate
• Age of Equipment
• Repair Turnaround Time
• Equipment Downtime
• Staffing
• Preventative Maintenance (PM) Completion

Step 2 - Collect Data:
The Equipment Division then determined which industry leaders would provide the most useful data. In order to capture the best practices in the equipment management industry, the division identified both private fleet management providers and other municipal fleet management operations. They were:

• United Parcel Service (UPS)
• City of Indianapolis
• City of Calgary (Canada)
• Salt River Project (Arizona)
• Los Angeles County (private provider)
• Weld County, CO (private provider)
• Ft. Lauderdale, FL (private provider)
• National Association of Fleet Administrators

Step 3 - Determine Performance:
After reviewing the data from private and public providers and identifying where gaps in services exist, the Equipment Division established new performance objectives. They are:

• Overall Availability Rate: 95%
• Reduce Over-aged Fleet: from 27% to 10%
• 1 day turnaround time: 75%
• Reduce Staff: from 175 to 148
• Emergency Road Call
  Response within 30 minutes: 75%
• Increase PM Completion: from 40% to 95%

Step 4 - Communicate Findings:
The Equipment Division tried to include all employees in the benchmarking and competition process. The status of the change effort and findings were communicated through memorandums, E-mail, and regular scheduled staff meetings. In addition, the division established:

A large "Steering Committee", made up of approximately 15-20 Division employees, participated in discussions and made decisions on the majority of issues and changes.

Regularly scheduled feedback and input sessions were held throughout the project to ensure employees were informed of the status of the project and had an opportunity to provide direction. Several "All Hands" meetings were held.

Step 5 - Establish Improvement:
The Equipment Division's Steering Committee reviewed the internal data in conjunction with practices and strategies utilized by its benchmarking partners to determine areas where changes needed to occur in order to make the Division more competitive. Specific recommendations were developed from a review of fleet operations of the City of Indianapolis, Weld County, Colorado, City of Fort Lauderdale and Los Angeles County (the latter three were utilizing private vendors to provide services). The City of Indianapolis proved to be of particular interest as its Fleet Services section has received national attention since succeeding in a competitive bidding process with private sector vendors in the mid-90's. Equipment Division representatives visited Indianapolis and were able to observe many successful practices that could be applied to the City's operations.

As a result of the benchmarking exercise, several procedures and processes were targeted for change in order to realize performance objectives. Technology in the division was addressed in order to keep pace with the industry leaders, and other specific recommendations were identified, including setting higher standards on technical training for staff; implementing new decision-making strategies; establishing policies and procedures to emphasize preventative maintenance; and developing/utilizing accurate cost accounting, tracking, and analysis tools.

Step 6 & 7 - Develop Action Plan and Implementation Schedule:

Performance Impact (Step 3)	Action Plan	Implementation Schedule
Benchmarking Process	**I. Ensure employee participation in decision making.** Establish a policy board with representation from each work-based team within the unit.	Policy Board established.
Reduce Staff	**II. Eliminate 27 positions.** Equipment Division would reduce staff from 175 to 148 full time positions.	Positions reduced by FY 1998.
Preventative Maintenance	**III. Establish New Preventative Maintenance (PM) processes.** • Establish Service Level Agreements (SLA) requiring operators to deliver vehicles for PMs. • Input of critical odometer readings and part numbers into new Equipment Management System (EMS). • Implement EMS to track mileage histories. • Issue PM due date notices for all vehicles. • Establish PM parts kits and track PM completion.	Implement new PM program in phases. Total implementation completed by Fall 1997.
Information Management	**IV. Implement Equipment Management System (EMS).** EMS is a PC-based client server system replacing the existing mainframe system.	Full implementation completed in FY 1998.
Reduce Equipment Down Time	**V. Establish a New Parts Program.** • Enhance parts room staffing. • Utilize EMS for parts tracking, ordering, inventory control via bar coding system. • Assume control of purchasing tires and batteries. • Implement procurement card program.	Full implementation in FY 1998.
Reduce Turn-Around Time	**VI. Develop a strong customer focus.** Reactivate annual SLA meetings and streamline the Fitting Program, focusing on faster turn-around time.	Reactivate SLA meetings beginning FY 1996. Monthly meetings with large department clients implemented in FY 1997.
Cost Control Efforts	**VII. Establish an "Extraordinary Repairs" policy.** Implement a new policy to charge back costs for repairs caused by vehicle mis-use or driver error by customer division.	Policy on extraordinary repairs implemented in FY 1997.
Reduce Mix of Manufacturers in Fleet	**VIII. Standardize City's fleet.** Base standard specifications on the 'lot' price, rather than the 'item' price and utilize the City's "Requirements" Contract, which offers the benefits of a potential five year purchase relationship and flexibility in acquisition timing.	Begin standardization efforts in FY 1997.

Step 8 - Monitor Results:

The following table summarizes Equipment Division performance for Fiscal Year 1998.

PERFORMANCE REPORTING TABLE: FISCAL YEAR 1998

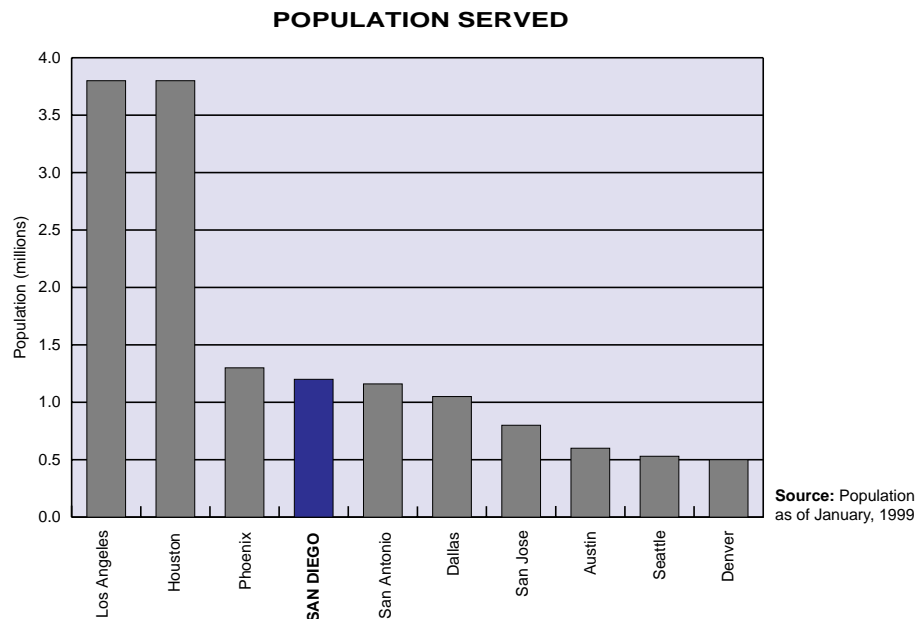| #	PERFORMANCE GOAL	TARGET	ACTUAL
1	Staffing Level: Budgeted Positions	148	148
2	Total Operations Fund Expenditures	$15,200,000	$17,100,000
3	PM Compliance	95%	98%
4	Data Processing Costs Reductions	$100,000	$112,560
5	Warranty Program Cost Avoidance	$132,000	$144,000
6	Fitting Program: New Vehicle Turn-around	15 day average or less	7.0 days
7	Customer Satisfaction Rating	78%	68%
8	Fleet Availability	95%	94%
9	Repair Turn-Around in One Day	75%	74%
10	Emergency Road Call Response	75% within 30 min.	84%
11	Fleet Standardization: Reduce Number of Manufacturers	10% = 9 reductions/year	Changes implemented but goal not achieved (manufacturers increased 6%)
12	Purchase Replacement Equipment	471 vehicles	403 vehicles

Step 9 - Recalibrate Findings:

The Equipment Division has already begun initial steps to recalibrate findings. The Division has updated their customer survey instrument to reflect information collected by the International City/ County Managers Association (ICMA), Performance Measurement Consortium. By collecting performance data similar to ICMA, the Equipment Division will be able to compare their performance with over 50 municipal organizations across the United States and Canada. The target for total operations fund expenditures was not achieved. The primary reason for this was the continued aging of the fleet which resulted in higher maintenance costs. Baased on an analysis of the maintenance costs for over age vehicles, the target expenditure was adjusted upward from $15.2 million to $16.5 million.
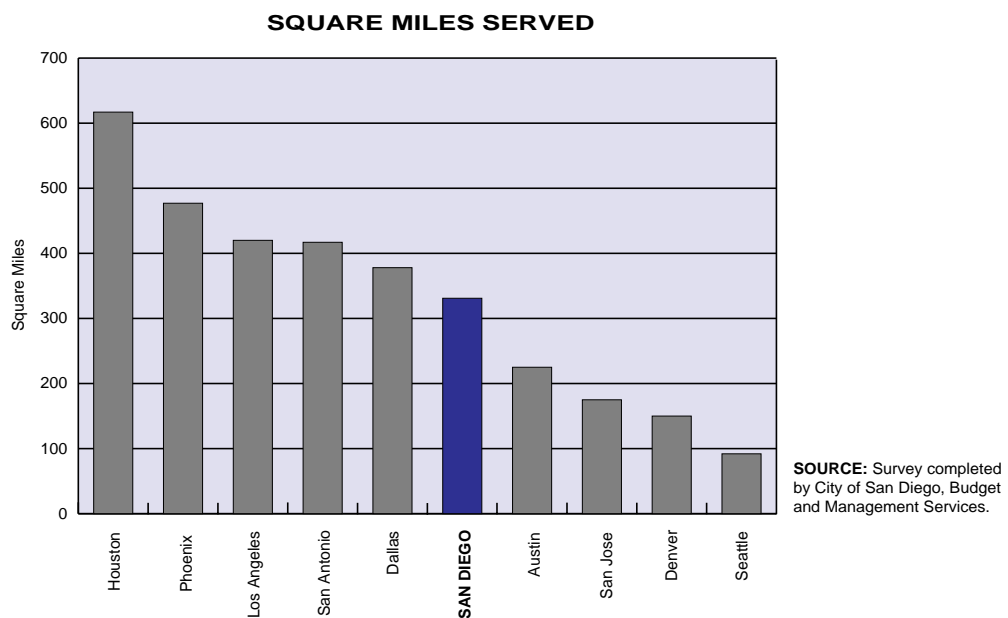
Comparison With Other Jurisdictions

The important beginning steps in a thorough benchmarking process are to identify comparables and collect data. The following tables are provided to show service comparisons to other major/western cities. These cities were selected because they have similarities in size, operations, location, and/or demographics to San Diego. Benchmarking, along with performance measurement, can result in better service delivery and more efficient and effective operations.

City Operations and Services

Benchmarking in the City of San Diego

POPULATION SERVED

Population (millions)

Los Angeles, Houston, Phoenix, **SAN DIEGO**, San Antonio, Dallas, San Jose, Austin, Seattle, Denver

Source: Population as of January, 1999

As of January, 1999, San Diego is the seventh largest city in the nation and second largest city in California. The City of San Diego projects that it will provide service to an estimated population of 1,254,281 people in Fiscal Year 1999. It has a diverse representation of many ethnic and cultural groups.

SQUARE MILES SERVED

Square Miles

Houston, Phoenix, Los Angeles, San Antonio, Dallas, **SAN DIEGO**, Austin, San Jose, Denver, Seattle

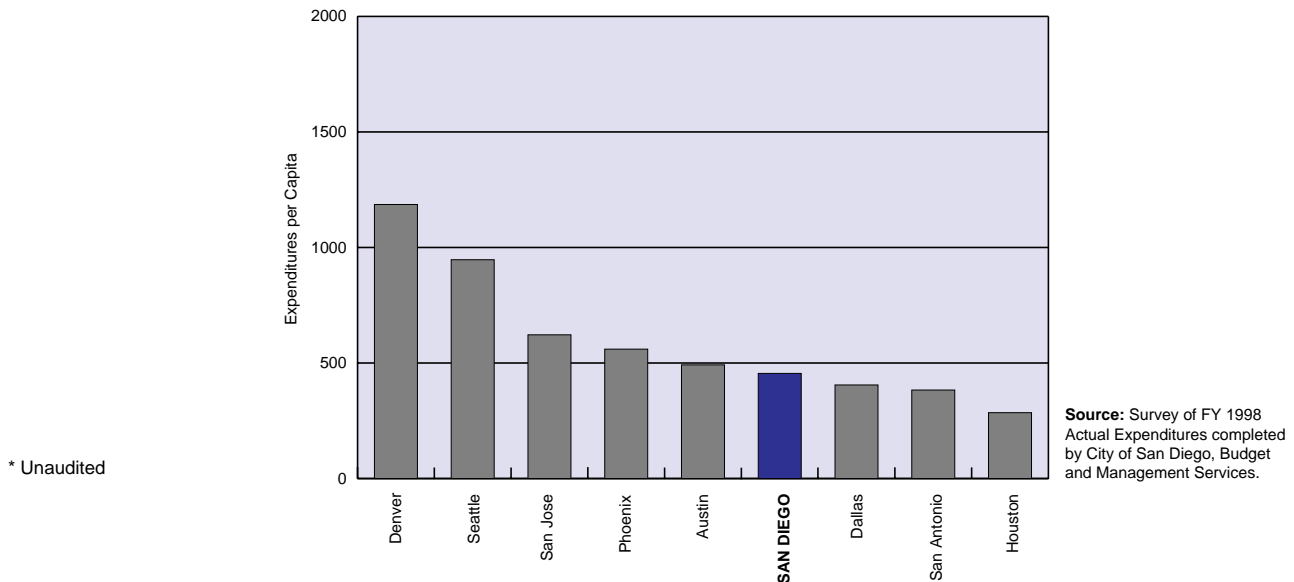**SOURCE:** Survey completed by City of San Diego, Budget and Management Services.

With its boundaries extending north to Del Mar, east to La Mesa, south to Mexico, and west to the Pacific Ocean, San Diego serves 331 square miles.

City of San Diego
Final FY 2000 Budget

**GENERAL FUND ACTUAL EXPENDITURES
PER CAPITA**

* Unaudited

Source: Survey of FY 1998 Actual Expenditures completed by City of San Diego, Budget and Management Services.

The City's General Fund consists of revenues from Property Tax, Sales Tax, Transient Occupancy Tax, rents and leases, motor vehicle revenues, and other fees and charges. These revenues are then appropriated to various City departments with over half being spent on Police and Fire and Life Safety Services. The remainder supports Environmental Services, Park and Recreation, Library and Neighborhood Services, and Support Services. The per capita expenditure for San Diego is $455.46 per citizen.

**BOND RATING**

Source: Moody's Investor Service
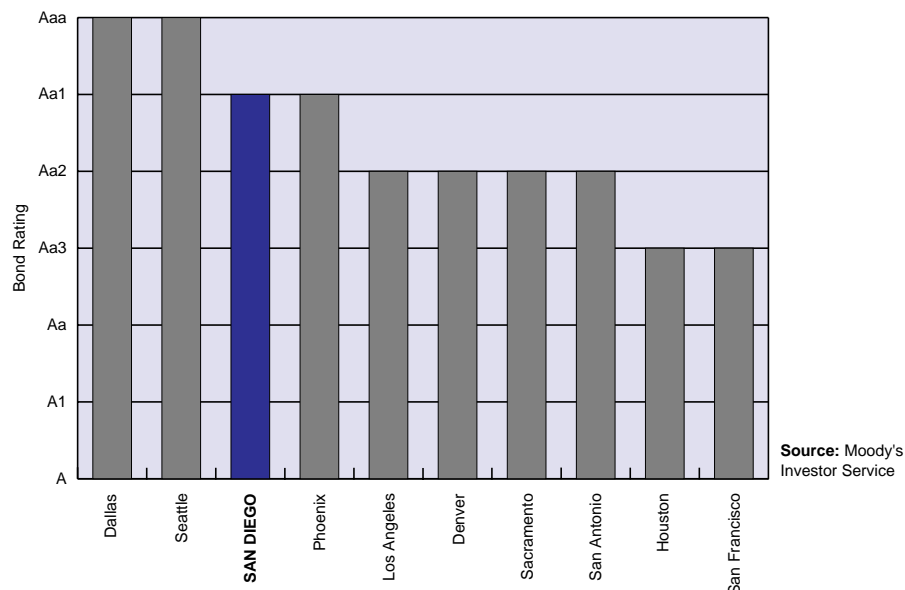
The City of San Diego's general obligation bond rating of Aa1, as assigned by Moody's Investors Service, represents a very strong credit rating, particularly in light of the revenue raising constraints imposed by state law on California cities. The City has been assigned comparable general obligation bond credit ratings of AA+ by Fitch IBCA and AA by Standard & Poor's Ratings Services. The City's credit ratings are currently the highest among the large cities in California.

City Operations and Services

Benchmarking in the City of San Diego
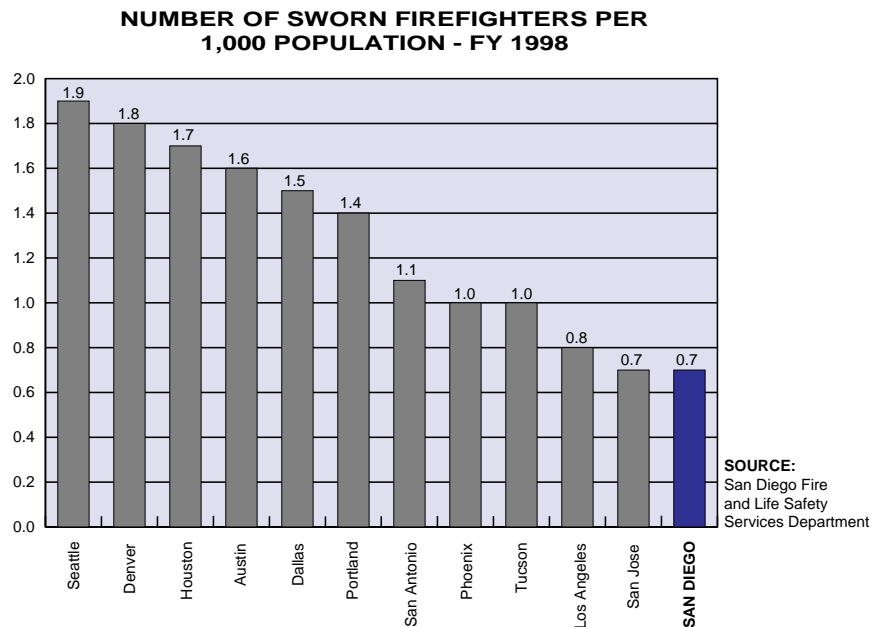
TRANSIENT OCCUPANCY TAX RATE
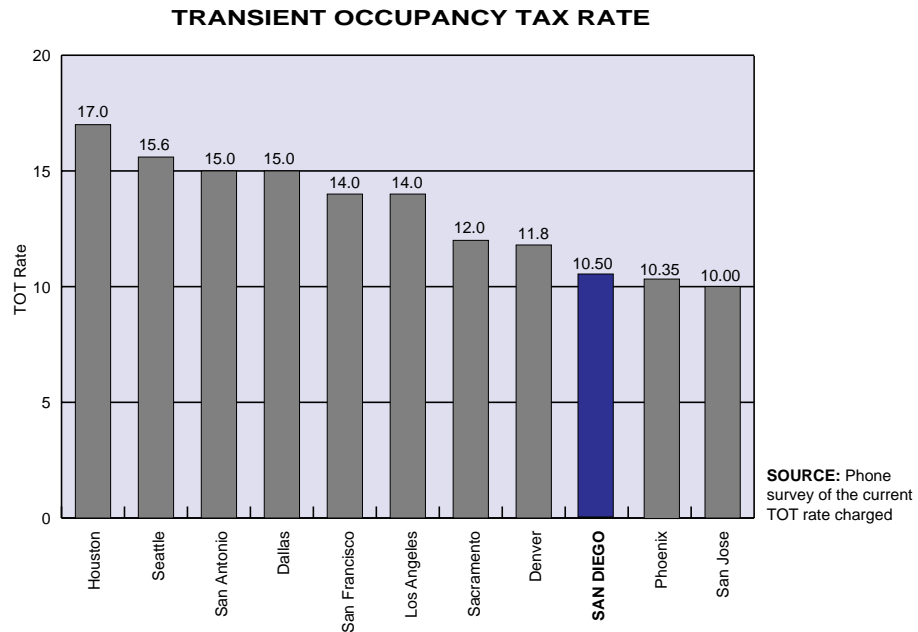
Since 1964, the Transient Occupancy Tax (TOT) has been imposed on occupants of hotel and motel rooms in the City of San Diego. The proceeds are used primarily for the purpose of promoting the City. The current tax on room rentals is 10.5%. TOT revenues are to be used in the following manner: four cents must be used only for promotion of the City; one cent may be expended for any purpose directed by the City Council; and five and one-half cents is deposited in the General Fund for general government purposes.
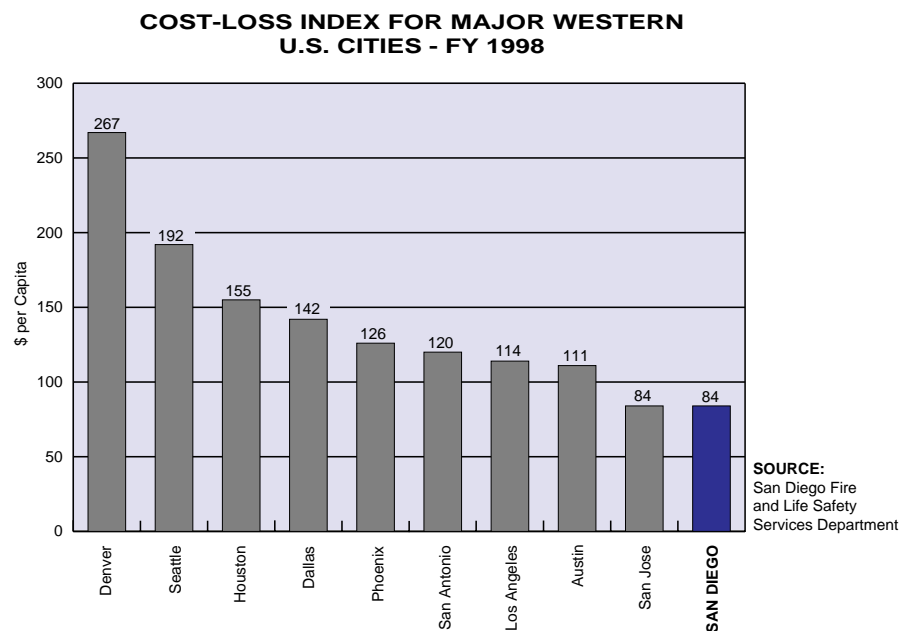
NUMBER OF FIRE STATIONS - FY 1998
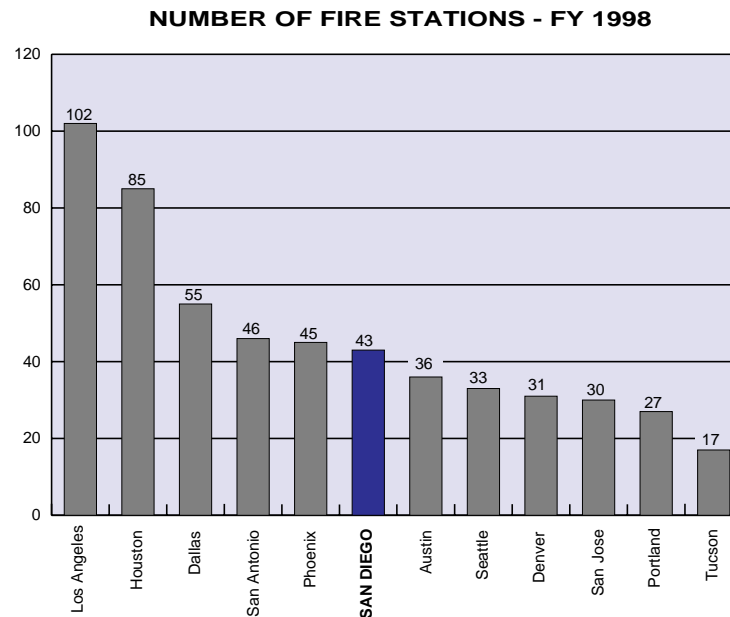
San Diego ranks sixth in the number of fire stations among the cities surveyed, with a total of 43 fire stations.

**NUMBER OF SWORN FIREFIGHTERS PER
1,000 POPULATION - FY 1998**

City	Value
Seattle	1.9
Denver	1.8
Houston	1.7
Austin	1.6
Dallas	1.5
Portland	1.4
San Antonio	1.1
Phoenix	1.0
Tucson	1.0
Los Angeles	0.8
San Jose	0.7
SAN DIEGO	0.7

SOURCE:
San Diego Fire
and Life Safety
Services Department

San Diego ties with San Jose as lowest surveyed in terms of the number of sworn firefighters per capita, with 0.7 firefighters per 1,000 residents.

**COST-LOSS INDEX FOR MAJOR WESTERN
U.S. CITIES - FY 1998**

$ per Capita

City	Value
Denver	267
Seattle	192
Houston	155
Dallas	142
Phoenix	126
San Antonio	120
Los Angeles	114
Austin	111
San Jose	84
SAN DIEGO	84

SOURCE:
San Diego Fire
and Life Safety
Services Department

Fire and Life Safety Services Department conducts an annual survey of large metropolitan fire departments in the Western United States. The cost-loss index reflects the Fire and Life Safety Services operating budget per capita plus the fire dollar loss per capita. The cost-loss index of $84 shows the lowest cost from fire loss to property owners among the cities cited.

City Operations and Services

Benchmarking in the City of San Diego

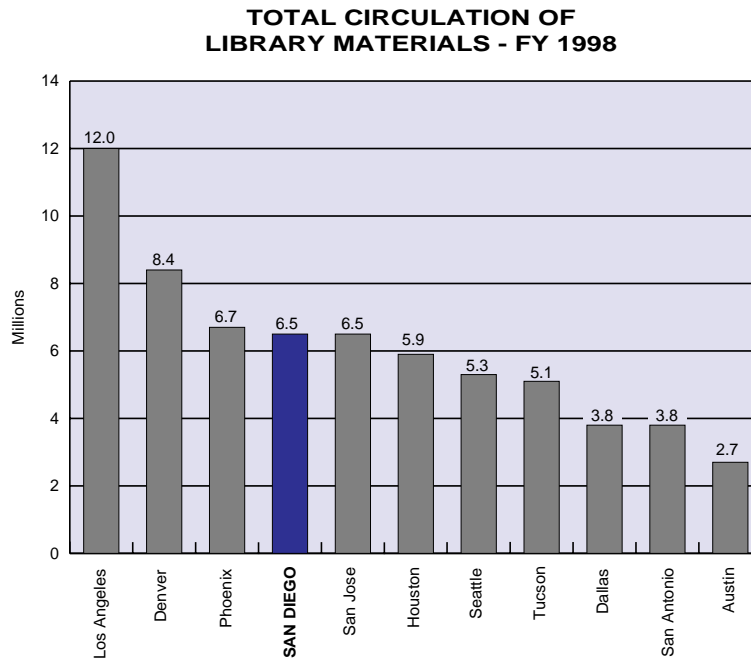**NUMBER OF RESIDENTS SERVED
PER FIRE STATION - FY 1998**
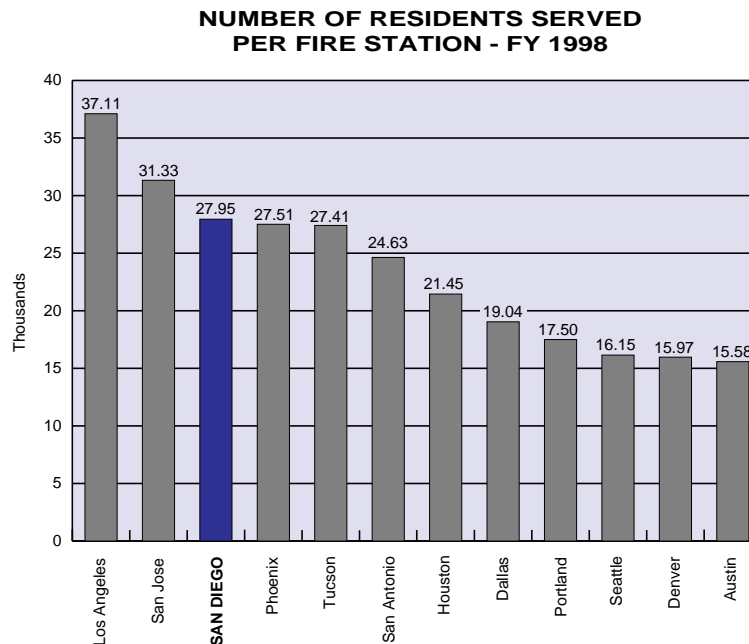
San Diego ranks third among the cities surveyed in terms of the number of residents served per Fire Station, with an average of 27,951 residents served per Fire Station.

LIBRARIES PER CITY - FY 1998
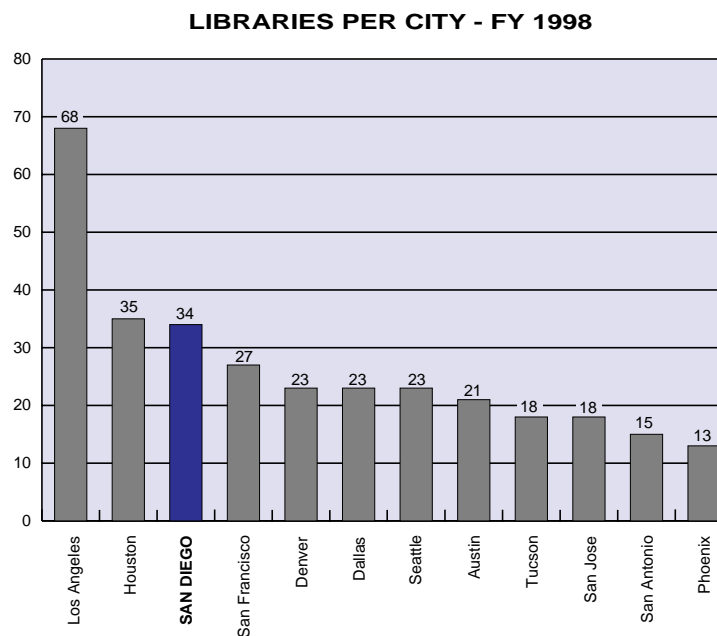
San Diego ranks third in number of library facilities, with a Central Library and 33 branches. Although Los Angeles and Houston operate more branches, their populations are substantially greater.

**TOTAL CIRCULATION OF
LIBRARY MATERIALS - FY 1998**

San Diego has the fourth highest annual circulation at 6,494,616.

TOTAL ATTENDANCE IN LIBRARIES - FY 1998
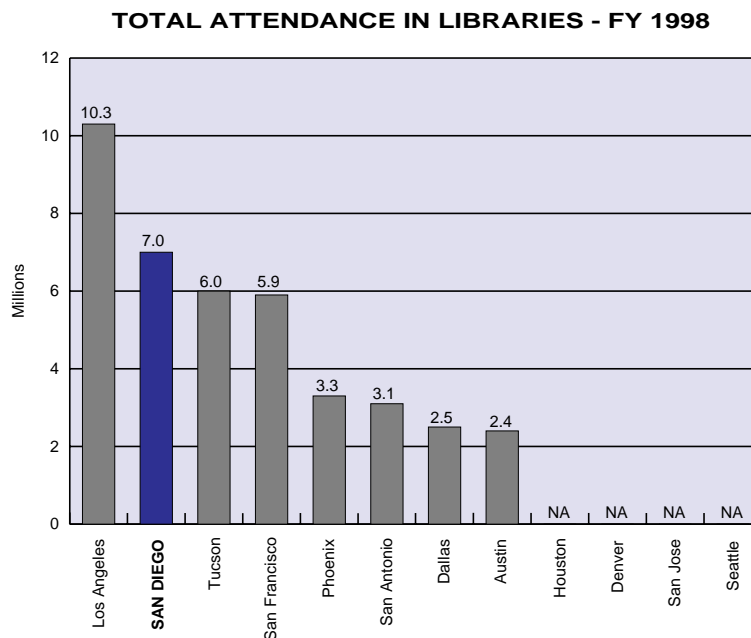
San Diego ranks second in annual attendance of those libraries which track attendance. Although Los Angeles has 47% greater attendance than San Diego, its population is 3 times greater.

City Operations and Services

Benchmarking in the City of San Diego

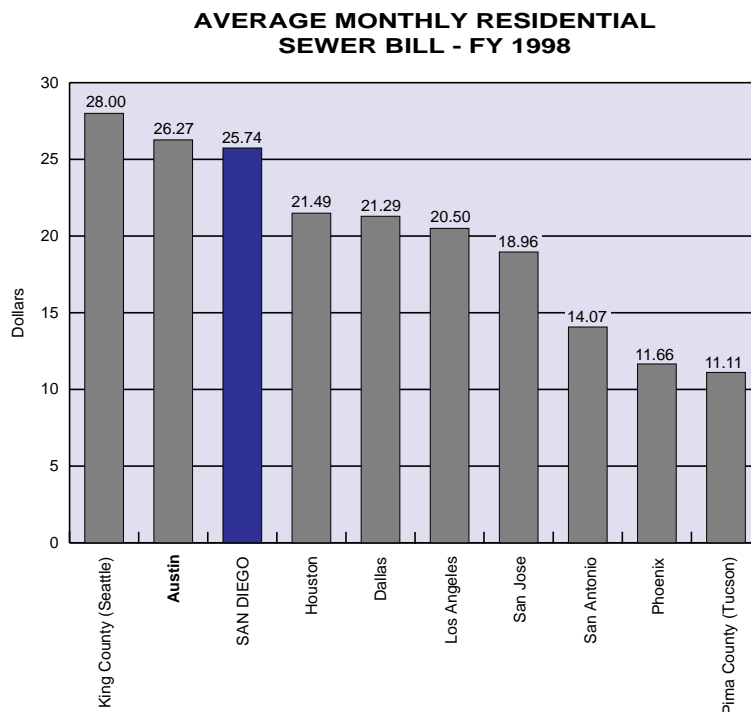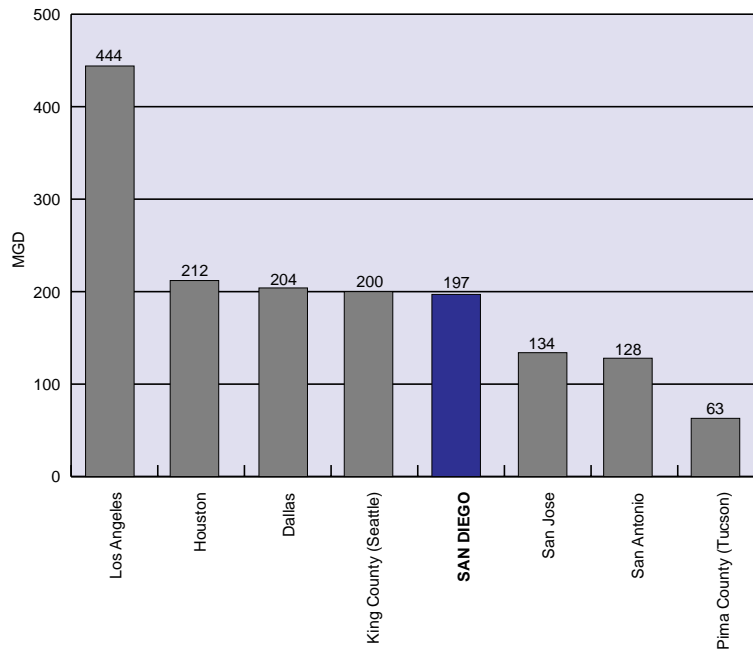**LIBRARY EXPENDITURES PER CAPITA - FY 1998**
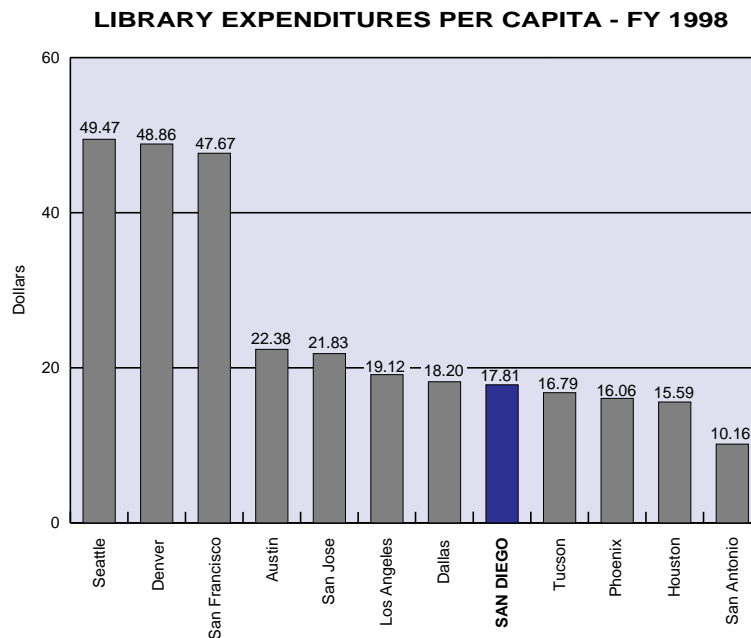
Although San Diego ranks from second to fifth place in other comparisons, it ranks eighth in per capita expenditures, with only one-third the spending level of Seattle.
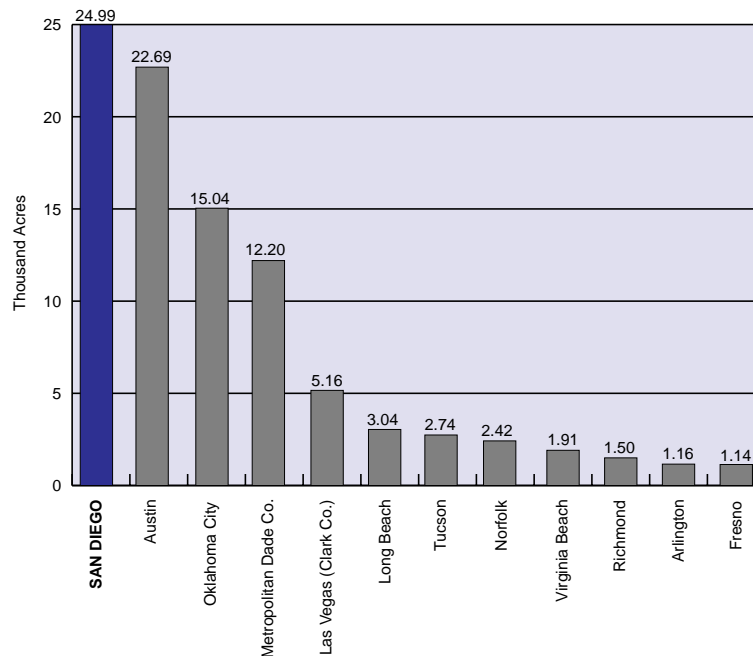
**AVERAGE MONTHLY RESIDENTIAL
SEWER BILL - FY 1998**

MILLIONS OF GALLONS OF SEWAGE
TREATED PER DAY (mgd) - FY 1998

Locality	MGD
Los Angeles	444
Houston	212
Dallas	204
King County (Seattle)	200
SAN DIEGO	197
San Jose	134
San Antonio	128
Pima County (Tucson)	63

PARK ACREAGE COMPARISON - FY 1998

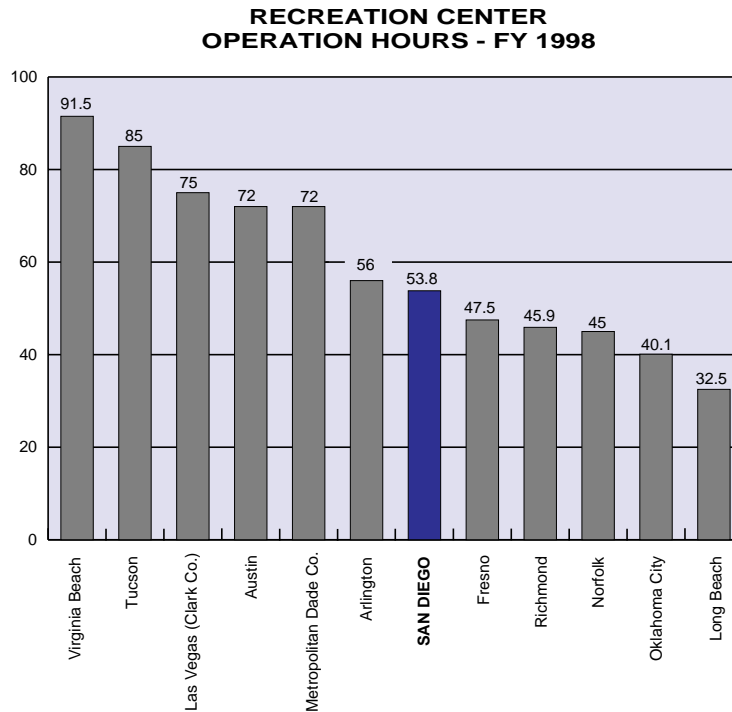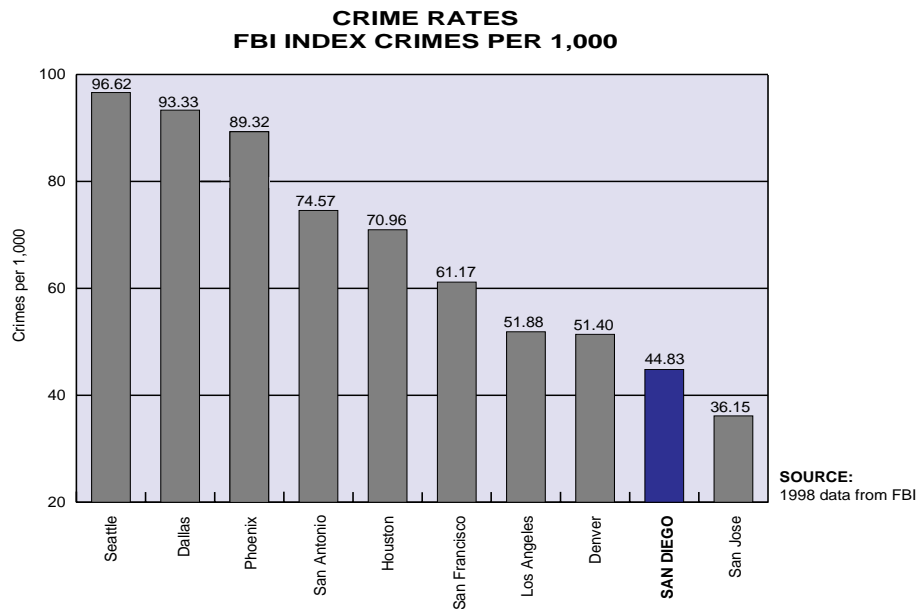| Locality	Thousand Acres
SAN DIEGO	24.99
Austin	22.69
Oklahoma City	15.04
Metropolitan Dade Co.	12.20
Las Vegas (Clark Co.)	5.16
Long Beach	3.04
Tucson	2.74
Norfolk	2.42
Virginia Beach	1.91
Richmond	1.50
Arlington	1.16
Fresno	1.14

Of the 15 localities surveyed, the City of San Diego Park and Recreation Department managed the most acreage at 24,986.
(Total acreage for San Diego does not include water acres.)

City Operations and Services

Benchmarking in the City of San Diego

RECREATION CENTER
OPERATION HOURS - FY 1998

City	Hours
Virginia Beach	91.5
Tucson	85
Las Vegas (Clark Co.)	75
Austin	72
Metropolitan Dade Co.	72
Arlington	56
SAN DIEGO	53.8
Fresno	47.5
Richmond	45.9
Norfolk	45
Oklahoma City	40.1
Long Beach	32.5

San Diego ranks seventh in hours of operation for recreation centers. Hours of operation for the 47 recreation centers average 60 hours per week for large centers and 52 hours per week for small centers.

CRIME RATES
FBI INDEX CRIMES PER 1,000

Crimes per 1,000

City	Crimes per 1,000
Seattle	96.62
Dallas	93.33
Phoenix	89.32
San Antonio	74.57
Houston	70.96
San Francisco	61.17
Los Angeles	51.88
Denver	51.40
SAN DIEGO	44.83
San Jose	36.15

SOURCE:
1998 data from FBI

As a result of the City Council's emphasis on public safety, the addition of sworn police officers, the implementation of neighborhood policing, and several other preventative programs, overall crime in San Diego has declined. Violent crimes have decreased for the last seven years with total crime continuing to decrease for the tenth consecutive year with crimes per 1,000 for San Diego at 44.83.